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INTER-OFFICE CORRESPONDENCE

Richmond, Virginia

To: R. Ferguson Date: January 14, 1991

From: C. Wood

Subject: OPERATIONS SUPPORT PLANS FOR 1991-1995

The "Semiworks Support" category of the 1991-1995 resource allocation for Semiworks is predominantly Engineering projects for identified process modifications in the Primary and Make-Pack items in support of new product development, consumer testing and general maintenance and repair of equipment.

As per your request, the following items are project descriptions, schedules and 1991 manning required to support identified programs within the Semiworks over the 1991-1995 period. In addition to the twelve Engineering Support personnel who are dedicated full time to "Semiworks Support" an additional three man years were attributed to this category via production scheduling and production support of this category as project co-ordinators in cooperation with the Engineering Support personnel.

No overtime or temporary help has been included in this plan, but it should be noted that overtime and temporary help account for about 10% of the Semiworks total hours worked for 1990 and is expected to remain at this level for 1991.

PRIMARY

1. Small Scale Primary Upgrade

Improved small batch production process in support of Product and Flavor Development requests where small batches can be utilized to evaluate flavor, blend or component changes for domestic and international markets.
Period; January 1991 to August 1991
Resource; 0.7 person/years Contact; T. Skidmore

2. Cut Filler Dryer Replacement

Replacement of the failing ADT cut filler dryer and control system in Semiworks to support sample production of development tobacco fillers and standard production items for consumer testing.
Period; January 1991 to December 1991
Resource; 1.4 person/years Contact; W. Banks

3. Scrubber Capacity Increase

Replace the existing scrubber system in support of identified equipment installations for Process Development and provide adequate scrubbing

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capacity for the overall Primary Process and in compliance with the Air Quality Board.
Period; January 1991 to October 1991
Resource; 0.3 person/years Contact; T. Skidmore

4. Primary Reconfiguration

Modifications to existing processes to provide improved quality and provide flexibility to produce smaller batch sizes per request in support of Product Development.
Period; January 1991 to December 1992
Resource; 1.5 person/years Contact; W. Banks

5. Warming Tunnel Evaluation

Evaluation in Semiworks of two warming tunnels for strip tobacco for improved casing or flavor application as requested by Tobacco Materials Division.
Period; October 1990 to July 1991
Resource; 0.3 person/years Contact; W. Banks

6. Spotting Committee

Support manufacturing Spotting Committee by participating in committee meetings, factory tours and efforts to identify and minimize potential contributors to spotting, taste, odor and stale complaints.
Period; January 1991, ongoing
Resource; 0.1 person/years Contact; W. Banks

7. Octagon Cylinder

Transfer of octagonal cylinder design and operational parameters to manufacturing facilities for improved burley spray application uniformity and reduction of off spec. material due to "wet balls".
Period; January 1991 to July 1992
Resource; 0.2 person/years Contact; W. Banks

8. Menthol Retention

Semiworks process evaluations to determine factors and relative impact of various menthol spray application techniques on the efficiency of menthol capture on cut filler and retention.
Period; September 1990 to May 1991
Resource; 0.4 person/years Contact; T. Skidmore

9. Recon In-Line Reordering

Installation of an in line re-ordering cylinder in the Semiworks to provide the capability of ordering recon. tobaccos from intermediate

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storage at 15% O.V. to the GMP target value of 18.5% ± 1% at the point of introduction to the total strip blend silo.
Period; January 1991 to September 1991
Resource; 0.6 person/years Contact; W. Banks

10. Primary Process Control Computer

Replacement and upgrade of the Primary process computer which has lived out its expected application and technology.
Period; January 1991 to April 1991
Resource; 1.0 person/years Contact T. Phan

11. Speed Controller Evaluation

Evaluate state of the art speed controllers and replace some of the aging "Parajust" units at critical locations.
Period; January 1991 through 1992
Resource; 0.6 person/years Contact; T. Phan

12. P&S Dryer Sensor Technology

Install on line temperature and RH sensors in the P&S dryer to support the Process Development "Burley Thermal Treatment Project" for evaluating process conditions and their impact on subjective smoking.
Period; January 1991 through December 1991
Resource; 0.3 person/years Contact; T. Phan

13. Flavor Temperature Controller

Design a system to control flavor temperature gain profiles with better response and less overshooting of targets due to radiant vessel heat transfer.
Period; January 1991 to 3rd quarter 1991
Resource; 0.2 person/years Contact T. Phan

14. Primary Miscellaneous Projects

Miscellaneous project support for Primary operations such as Bright Casing Cylinder exhaust hood modifications, Tobacco temperature and O.V. control at the final strip steaming cylinder, and support to Process Development projects and equipment evaluations such as new E.T. feed systems, maker feed systems, tobacco additives for filling power, etc.
Period; January 1991, ongoing
Resource; 2.9 person/years Contact: C. Wood

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MAKE/PACK

Production Support

Provide one full time engineer in support of Make-Pack machine operations and one part time electronics analyst for troubleshooting daily problems.

In addition to daily operational support, interface with Flavor and Product Development Groups to ensure adequate capacities in terms of production quantity and all configurations needed for sample. Section leader and group leader assisted.
1991-1993 projects

1. High Speed Ringtipper

2,000 cpm additional overtipping capacity with optical inspection to improve and control tipping defects based on historical and forecasted overtip production requirements.
Period; January 1991 to July 1991
Resource; 0.2 person/years Contact; J. Osmalov

2. Tray Filler Replacement

Replace obsolete VTF units with current production HCF units. After 1993, VTF spare parts are no longer available.
Period; January 1991 through 1993
Resource; 0.1 person/years Contact: J. Osmalov

3. FTB pack Opener

Develop and install an automated FTB pack opener to replace the current manual system of opening competitor's and factory samples.
Period; January 1991 to march 1992
Resource; 0.3 person/years Contact; J. Osmalov

4. Plug Combiner Acquisition

In response to Filtration Research and Cigarette Development, install two DAPTC's in support of the Japan and Korea market research for Merit Lights, PM Lights, PM Ultra Lights, and L&M Milds. The second unit is for ongoing Lark development programs in the plug, space, plug category and to provide production capability in Semiworks.
Period; January 1991 to October 1991
Resource; 0.2 person/years Contact; J. Osmalov

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5. On Line Laser Perforation

Increased on line laser capability with a 250 watt unit in support of Product Development's on going development in the recessed filter perforation area on a 100mm cigarette configuration.
Period; January 1991, ongoing
Resource; 0.2 person/years Contact; J. Osmalov

6. Miscellaneous

Installation of a tray filler for our current soft pack opener is planned for 1991 to improve operational efficiency and reduce defects as a function of manual handling.

Return and installation of a KDF2 plugmaker currently on loan to manufacturing is planned for third quarter 1991.

Rebuild and upgrading of a Hinged Lid Packer for 80mm box is planned for the 4th quarter 1991.
Period; January 1991, ongoing
Resource; 0.2 person/years Contact; J. Osmalov

7. Quality Audit

The audit function for Make-Pack quality reports to SES and will undertake several projects in 1991-1992 toward the goal of improving Make-Pack quality at equal or higher production capacities. The audit function will be evaluated in terms of stream-lining the inspection procedure and identifying statistically sound sample sized per job for improving data accuracy and go-no-go decisions for mail out jobs.
Period; January 1991 to 1995
Resource; 1.1 person/years Contact; J. Osmalov

8. Semiworks Equipment Maintenance

Overall support and maintenance of existing equipment, change over to new cigarette or process configurations, troubleshooting of mechanical or electronics systems in Make-Pack.
Period; January 1991, ongoing
Resource; 0.3 person/years Contact; J. Osmalov

cc: J. Higgs
R. Mullins
T. Phan

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